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## JOB SATISFACTION AMONG CLINICIANS AT HOMA BAY COUNTY TEACHING AND REFERRAL HOSPITAL

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## JOB SATISFACTION AMONG CLINICIANS AT HOMA BAY COUNTY TEACHING AND REFERRAL HOSPITAL

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### ABSTRACT

**Introduction:** Job satisfaction among clinicians improves efficiency and increases the productivity of the health care institution.

**Objectives:** The main goal was to assess the level of job satisfaction among clinicians at Homa Bay County Teaching and Referral Hospital. Specific aims were to investigate the differences in facets of job satisfaction among the clinicians and to compare the level of job satisfaction among the difference cadres of clinicians at the hospital.

**Study Design and Setting:** Descriptive, cross-sectional study at Homa Bay County Teaching and Referral Hospital, in Homa Bay County, Kenya.

**Subjects:** Clinicians (Doctors and Clinical Officers) working for the county government and national government.

**Sampling:** 50% of respondents from each cadre was selected, ten doctors and 15 clinical officers totaling to 25 respondents. The response rate was 100 %.

**Results:** The study results showed that 60% of the respondents were satisfied with their job. 52%, 48% and 16% of the respondents were satisfied with their salary, benefits, and bonuses respectively. The workload was also high. 32%, 36% and 44% of the study subjects were satisfied with the relationship between the pay and performance, working hour flexibility and work environment in that order. Low satisfaction rates were also recorded in career advancement opportunity (12%), job security (32%) and chances for training and seminars (28%). All respondents had positive remarks about their overall manager.

**Conclusion and Recommendations:** Clinicians at the facility face challenges related to job satisfaction.

## INTRODUCTION

Job satisfaction has been a fertile area for researchers. Its importance among professionals' spans from improving the efficiency of an organization to increase the level of productivity.<sup>1</sup> Among the health care workers, job satisfaction demonstrates the significance it has in maximizing the human resource potential. Human resource management directly influences the organization's productivity. The definition of job satisfaction has metamorphosed over the years. In his literature review, Aziri states it as the extent to which one feels positive or negative about their jobs.<sup>2</sup> Job satisfaction affects the orientation that employees have towards their work.<sup>3</sup>

Some theories were developed to explain job satisfaction among people. One of the popular ones is the Maslow's hierarchy of needs which segregated individual necessities into five.<sup>4</sup> listed them as physiological wants, safety, belongingness and love, self-esteem and self-actualization. Maslow's idea has become unpopular among researchers since it only focuses on need fulfillment, rather than on the increasing cognitive processes as an influence on job satisfaction. Development of the Herzberg two-factor- theory provided more insight on the subject. Herzberg and Mausner postulated that satisfaction and dissatisfaction were different and sometimes unrelated.<sup>5</sup> The approach divided the factors into intrinsic (motivators) and extrinsic (hygiene) elements. Intrinsic factors enhanced job satisfaction. They included achievement, recognition, work, and responsibility. Hygiene factors, which were labeled as dissatisfies, included salary, supervision, organization's policy, administration, work conditions, and interpersonal relationship.

The approach to explaining the job, as shown by Spector, satisfaction can be global, to assess the overall attitude of interest or as a facet that looks into individual satisfies and dissatisfies.<sup>6</sup> Several job satisfaction evaluation questionnaires have been developed, and focus on a group or more aspects. Some of the facets include appreciation, communication, co-workers fringe benefits, job conditions, organizational policies and procedures, remuneration, personal growth, promotion, security, supervision, and recognition.

Job satisfaction has numerous benefits to the health care institution. Unsatisfied clinicians will find it challenging to meet the patients' needs if they are not satisfied.<sup>7</sup> Therefore hospital managers are responsible for ensuring patients and staff satisfaction.<sup>8</sup> Literature by <sup>9</sup> shows that job satisfaction in health care institutions is related to optimal work, the ability to participate in decision making, effective communication among workers and the supervisor, thus the ability to express freely. According to, <sup>10</sup> it also improves the problem-solving capacity and attitude management among the employees. To enhance job satisfaction, motivating factors should be attended to especially when there is a budget constraint. Administrators who know the importance of factors affecting their staff can increase their organization's performance.<sup>9</sup>

### ***Problem Statement:***

Job satisfaction has a great impact on the quality of services offered in the health care sector. Low levels of employee satisfaction therefore has a negative impact on health service delivery. The Kenyan health care system is prone to industrial actions. Some of the grievances are due to work environment and dissatisfaction.

**Study Justification:** There aren't enough local studies that evaluate job satisfaction among health care providers. In the setting of increasing healthcare related industrial actions, analysis of job satisfaction is essential. Job satisfaction is vital in determining efficiency and productivity in health care institutions. This study aims to assess the level of job satisfaction among clinicians at the Homa Bay County Teaching and Referral Hospital (HCTRH).

**Objectives:**

Main Objective: To assess the level of job satisfaction among clinicians at the HCTRH

Specific Objectives:

- To evaluate the differences in facets of job satisfaction among the clinicians
- To analyze the level of job satisfaction among the different cadres of clinicians in the hospital

**Hypothesis:**

The level of job satisfaction differs among doctors and clinical officers, who are mostly dissatisfied with their jobs.

## MATERIALS AND METHODS

**Study Design:** Descriptive, Cross-sectional

**Study Site:** Homa Bay County Teaching and Referral Hospital, Homa Bay County, Kenya.

**Study Population:** Clinicians (Doctors and Clinical Officers) under the county and national government at Homa Bay County Teaching and Referral Hospital. The facility has 20 doctors and 30 clinical officers according to the 2018 updated register at the Human Resource Department.

**Study Timeline:** Six-week study from 3<sup>rd</sup> January 2019 to 15<sup>th</sup> February 2019.

**Inclusion Criteria:** Doctors and Clinical Officers under the Kenyan Ministry of Health at Homa Bay Teaching and Referral Hospital.

**Exclusion Criteria:** Clinicians contracted by other organizations and those who did not consent to be in the study.

**Sampling Technique:** Simple Random Sampling  
**Sample Size Calculation:** 50% of respondents from each cadre was selected, 10 doctors and 15 clinical officers totaling to 25 respondents. The response rate was 100 %.

**Participant Enrollment:** Simple random sampling technique as used to enroll the clinicians into the study. Pre-test questionnaires were issued out to the participants directly, and responses followed up within the six weeks. A study number was assigned to the participants as this would be used to follow up on the questionnaires. The response rate was determined, and data analyzed after that.

**Consent:** Written consent was issued to the participants before being recruited into the study.

**Data Collection:** Done using a pre-tested, structured and self-administered questionnaire.

**Data Management and Analysis:** Data were analyzed using Microsoft Excel and Graph Pad Prism analytical software. The data was presented in the form of a table.

**Ethical Considerations:** Respondents familiarized themselves with the goals and objectives of the study before being recruited into it. They were assured of confidentiality. The questionnaires were given numbers to aid in entry and analysis and to ensure the anonymity of the respondents. They were informed of the ability to withdraw from the study at any point if they felt like doing so. Homa Bay County Teaching and Referral Hospital, together with Maseno University Research and Ethical Committees approved this study.

**Study Limitations:** Obtaining data when clinicians anticipated the nurses' strike was

difficult. Some clinicians were not available due to the go slow, however, there were negotiation attempts to enroll them in the study. It was also a challenge to trace back the given questionnaire as some clinicians were not available during the day.

## RESULTS

Table 4.1 shows the overall results and individual group results for the doctors and clinical officers. The following is the key to the codes used in the table.

	INDIVIDUAL		MANAGER	
1	Very satisfied		1	Strongly agree
2	Somewhat satisfied		2	Agree
3	Neutral		3	Neutral
4	Somewhat dissatisfied		4	Disagree
5	Very dissatisfied		5	Strongly disagree
6	N/A		6	N/A

Overall results showed that 60% of the respondents were satisfied with their job. 100% job satisfaction was reported among the doctors, whereas only 33.3% of clinical officers were contented with their work. There was a significant difference in content in the salaries, benefits, and bonuses among the two cadres. Only 52%, 48% and 16% of the respondents were satisfied with their pay, benefits, and bonuses respectively. As shown in the table, Doctors reported the highest satisfaction rates as compared to the clinical officers. Both parties, 46.6% Clinical Officers and 60% doctors, said a high level of the

workload at the hospital. Overall, 28% of the respondents were satisfied with the workload.

A low level of satisfaction was recorded concerning pay and performance, working hour flexibility, and work environment. The results were 32%, 36% and 44% in that order. Interestingly, 70% of the doctors were satisfied with the connection between pay and performance. However, many them were dissatisfied about the working hour flexibility and work environment (60% and 50% respectively). Clinical Officers reported dissatisfaction in the areas at an equal measure.

Other areas that recorded an overall low satisfaction rate were career advancement opportunity (12%), job security (32%) and the chances of attending training and seminars (28%). A high satisfaction rate was reported in communication with supervisors (72%), recognition of work (52%), supervisor involvement in career development (64%) overall relationship with the supervisor (76%), peer relationship (88%), and the relationship with patients (96%). Recognition and supervisor involvement in career development were low among the Clinical Officers, standing at 33.3% and 40 % respectively.

All the respondents had positive remarks about their manager's leadership capability (56%). They also reported that the manager communicated well with subordinates (52%), recognized good work (56%) and had a good leadership quality (68%). Doctors agreed with the manager facets while Clinical Officers had opposing views. **Key: T= Total**

**Table 4.1 below**

FACETS	OVERALL RESULTS (%)								DOCTOR RESULTS %								CLINICAL OFFICERS RESULTS %							
	1	2	T	3	4	5	T	6	1	2	T	3	4	5	T	6	1.0	2	T	3	4	5	T	6
Salary	0	52	52	16	24	8	32	0	0	100	100	0	0	0	0	0	0.0	20	20.0	26.7	40	13.3	53.3	0
Benefits	4	44	48	24	20	4	24	4	0	80	80	20	0	0	0	0	6.7	20	26.7	26.7	33.3	6.7	40	6.7
Bonuses	8	8	16	20	20	24	44	20	20	10	30	20	10	0	10	40	0.0	6.7	6.7	20	26.7	40	66.7	6.7
Pay and performance	8	24	32	8	28	24	52	8	20	50	70	0	10	0	10	20	0.0	6.7	6.7	13.3	40	40	80	0
Workload	0	28	28	12	28	24	52	0	10	20	30	10	50	10	60	0	6.7	33.3	40.0	13.3	13.3	33.3	46.6	0
Working hours flexibility	12	24	36	0	32	28	60	4	20	10	30	0	30	30	60	10	6.7	33.3	40.0	0	33.3	26.7	60	0
Work environment	12	32	44	8	28	16	44	4	10	30	40	0	30	20	50	10	13.3	33.3	46.6	13.3	26.7	13.3	40	0
Advancement	8	4	12	24	32	20	52	12	20	0	20	40	40	0	40	0	0.0	6.7	6.7	13.3	26.7	33.3	60	20
Job security	12	20	32	28	20	12	32	8	20	20	40	30	20	10	30	0	6.7	20	26.7	26.7	20	13.3	33.3	13.3
Decision influence	20	36	56	20	4	12	16	4	20	30	50	40	0	10	10	0	20.0	40	60.0	6.7	6.7	13.3	20	13.3
Training & Seminars	16	12	28	12	32	20	52	8	40	20	60	10	30	0	30	0	0.0	6.7	6.7	13.3	33.3	33.3	66.6	13.3
Communication	16	56	72	16	4	8	12	0	40	30	70	30	0	0	0	0	0.0	73.3	73.3	6.7	6.7	13.3	20	0
Recognition	28	24	52	16	12	20	32	0	40	40	80	10	10	0	10	0	20.0	13.3	33.3	33.7	13.2	33.3	46.5	0
Sup involvement	36	28	64	12	20	4	24	0	70	30	100	0	0	0	0	0	13.3	26.7	40.0	20	33.3	6.7	40	0
Supervisor relationship	28	48	76	4	8	4	12	8	40	60	100	0	0	0	0	0	20.0	40	60.0	6.7	13.3	6.7	20	13.3
Peer relationship	60	28	88	0	8	4	12	0	70	20	90	0	10	0	10	0	53.3	33.7	87.0	0	6.7	6.7	13.4	0
Patient relationship	48	48	96	4	0	0	0	0	40	60	100	0	0	0	0	0	53.3	40	93.3	6.7	0	0	0	0
Overall satisfaction	20	40	60	20	12	8	20	4	30	70	100	0	0	0	0	0	13.3	20	33.3	13.3	20	26.7	46.7	6.7
<b>Manager</b>																								
Leads effectively	24	32	56	8	20	8	28	0	50	50	100	0	0	0	0	0	6.7	20	26.7	13.7	33.7	26.7	60.4	0
Subordinate communication	12	40	52	24	20	0	20	4	20	80	100	0	0	0	0	0	6.7	13.7	20.4	40	33.7	0	33.7	6.7
Work recognition	24	32	56	4	28	12	40	0	40	50	90	0	10	0	10	0	13.3	20	33.3	6.7	40	33.3	73.3	0
Good Leadership	28	40	68	28	8	4	12	0	40	50	90	10	0	0	0	0	20.0	33.7	53.7	26.7	13.3	6.7	20	0

***The overall level of Job Satisfaction:***

Unpaired t-test results showed that two tailed p-values were less than 0.0011. By conventional criteria, this difference is considered to be very statistically significant, thus showing that the clinicians were dissatisfied with their jobs.

The intermediate values used in calculations were:

$$t = 3.5036$$

$$df = 42$$

$$\text{Standard error of difference} = 5.864$$

**Table 4.2**

*Unpaired t-test results showing the overall level of job satisfaction*

Group	Satisfied	Unsatisfied
Mean	51.09	30.5
SD	21.70	16.91
SEM	4.63	3.60
N	22	22

***Comparing the Level of Satisfaction between doctors and Clinical Officers:*** Unpaired t-test results showed that two tailed p-values were less than 0.002. By conventional criteria, this difference is considered to be extremely statistically significant, thus showing that the level of job satisfaction was higher among doctors than the clinical officers.

The intermediate values used in calculations were:

$$t = 4.0935$$

$$df = 42$$

$$\text{Standard error of difference} = 8.094$$

**Table 4.3**

*Unpaired t-test results comparing the level of job satisfaction between doctors and clinical officers*

Group	Doctors	COs
Mean	71.364	38.232
SD	28.668	24.887
SEM	6.112	5.306
N	22	22

**DISCUSSION**

Most respondents were satisfied with their jobs. However, the highest level was reported among the doctors in comparison to the clinical officers. The high satisfaction rate could explain it for salaries and bonuses for doctors. The relationship between the pay and performance for doctors was also good. COs were less satisfied, owing to the low wage, benefits, bonuses, and high workload. Both cadres received small benefits therefor. Respondents reported being overworked. The hospital has only 20 doctors and 30 clinical officers. According to the Kenyan Health Strategic and Investment Plan of 2014-2018, a regional referral hospital requires 50 medical officers and a specified number of specialist doctors.<sup>11</sup> The required number of general clinical officers include 44 excluding specialist clinical officers. Intern doctors and medical officers are manning the wards, the former doing most of the clinical work. The doctor to patient ratio is lower than the WHO recommendation of 1 physician per 1,000 population.<sup>12</sup> High workload has its demerits and can compromise the quality of care for patients. It also led to dissatisfaction in the flexibility of working hours. Some clinicians worked day and night without rest to handle all patients. A poor work environment also posed a challenge to job satisfaction. Insecurity among clinicians, together with inadequate resources, has been a significant issue.

Clinicians at HCTRH were not exposed to regular training and seminars. Therefore, they were not receiving continuous medical education for skills and knowledge improvement. Opportunities for advancement were also low and can be associated with retaining older clinicians without plans to employ new ones. The quality of care is also

compromised because of lack of specializing doctors, hence many referrals of cases. Communication between the clinicians and their supervisors was right, thus being able to influence decisions. Although supervisors were involved in career development, their relationship with clinicians was poor. The hospital medical superintendent had good leadership skills and qualities as reported by the respondents. He recognized good work as opposed to clinicians' supervisors and communicated well with subordinates, therefore contributing to job satisfaction levels.

### CONCLUSION

Clinicians at HCTRH still face challenges related to their job satisfaction levels. Some of them include low pay, low bonuses and benefits, high workload and a shortage of staff. Mitigating these issues will ensure improved work efficiency among the clinicians and enhanced patient care for the realization of universal health care.

### RECOMMENDATIONS

My recommendations are directed to the following:

*Homa Bay County Referral Hospital:*

- To employ more doctors and clinical officers to satisfy the recommended patient and health care provider ratio.
- Offer seminars, training and continuous medical education for the clinicians.
- Improve the work environment by lobbying for more resources from the government and through partnership programs.

*Policy Makers at the Ministry of Health:*

- License and accredit non-state health service providers to fill the gaps in human resource.
- Revive the sinking Human Resources for Health for improved service delivery.

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